

***Section C: Report of July 14, 2004 Manager Focus Group
Wisconsin DNR Waste Management Program***

Wausau State Patrol Headquarters

Bert Stitt – facilitator, Susan Puntillo – note taker

Attendance: Sue Bangert, John Melby, Frances Koonz, Connie Antonuk, Carol Schmidt, Len Polczynski, Gene Mitchell, Dave Lundberg, Jane Washburn, Colleen Hellenbrand, Mike Degen, Kate Cooper, Dennis Mack, Frank Schultz

I. Check-In Round*: What are your expectations for this meeting?

No Expectations

- No expectations, not totally clear on outcome for today
- No expectations – (I) want to understand what program redesign is intending to do and how it will get to where it should logically end up

Uncertainty

- No expectations, not totally clear on outcome for today

Desire to Learn More

- Assume we ... (will) have a chance to give thoughts and concerns on redesign
- No expectations – (I) want to understand what program redesign is intending to do and how it will get to where it should logically end up
- (learn) what people's ideas for success are for redesign
- Want to hear what other folks have to say

Open and Honest Discussion

- Nice and truthful conversation
- Good discussion ... (where we) lay (things) out on the table
- Open and honest conversation on what the issues are and where people think we need to be going
- Hope people will put things out in an honest fashion and everyone respects everyone's comments
- Thoughtful candid discussion, stand back and push in right direction for good of program
- Sense of openness

Desire for Productivity

- Curious about the process - hope there will be a positive outcome
- Creative discussion rather than defensive
- Good discussion ... where we lay (things) out on the table

- Hope people will put things out in an honest fashion and everyone respects everyone's comments
- Thoughtful candid discussion, stand back and push in right direction for good of program
- Everyone will participate and give it our best shot
- Sharing the joy because redesign is challenging work

Skeptical

- Not enough time

II. Bert's Comments (in Italics throughout)

Framing questions and positive affirmation. Went over the questions he and Cynthia developed. Discussion on reports sent to him after last session. Talked about 'finding a problem and fixing it'. Talked about reframing the discussion in the line of positive affirmation. Focus on positive, what works, all about energy. Find out what works and building on it. Asking a negative question digs a hole that you have to climb out of. Ask positive; build a mound from which to launch.

The issue of trust is very large. If we do not deal with it, the redesign will be very difficult.

Asking them to shift their paradigm. Einstein quote – definition of a crazy person is someone that keeps doing the same thing over and over again and expecting a different result. Therefore, it is important to do things differently.

All about child psychology – don't hear the entire question. The work in garbled or confused state. See handout on perceptions and reality. What we focus on becomes reality, language creates reality, reality occurs in the moment and there are multiple realities.

Wonderment of the complexity of what we are working with.

III. Participant Response to Facilitator comments on shifting paradigms

- Excellent ideas not sure how to implement
- Group does try to ask questions rather than put things in statement
- Great thought provoking questions – layoff scenario may be setting the tone
- Remind ourselves to ask questions in positive frame, success rather than put ourselves in a corner
- Quite a bit to digest – open up lines of communication
- Good primer
- We're in midstream – hard to use effectively
- So much baggage from “reorg” plus layoffs, may not be able to turn staff until they see results and results impress them
- Confused – what are we trying to do here? This material is fine, is the purpose of today's session to show us how to approach problems or is it input on redesign
- Positive questions , like it, we will now have an hour and 10 minutes
- Would like to have a chance to answer these questions today
- Insightful material inherent quality and value, intrigued with the possibilities, appreciate thinking beyond the black and white
- *Use the word and rather than but*
- Intrigued by handouts
- Questions would be good to lead out at meetings
- Put things in a positive light, problem statement was negative
- Need to have people get back to the positive feelings and we can still have them doing things in a new way and still have positive - *new level of maturity*

IV. Brainstorming Hopes and Wishes for a healthy and vital redesigned program (outcome of the process)?

Voting is on one or two things if you do them well everything else will be more successful. In each category you get number of dots =1/3 the number in the category

What are your 3 wishes for a healthy and vital redesign process?

- *Set context for a time when you felt good working at DNR. What made that exciting, who else was involved*
- *Talk about what you value deeply and what you value about your work...*
- *What do you value most about yourself as a person...?*
- *What are the core factors that give life to the program*
- *Three wishes to give health and vitality to Waste Management Program*

Brainstorming Exercise

Organizational efficiency – 11 Dots

- a. (The) program is more responsive to evolving technology and business/political climate – 7 dots
- b. (It is) easier to understand sections - 6 dots
- c. (There is) substantial public support and awareness of waste reduction and waste management issues – 4 dots
- d. ... resources are fairly distributed and optimize the effectiveness of the program 'the whole is greater than the parts' – 4 dots
- e. (our work) results in an efficient and effective organization, maximum return on investment – 3 dots
- f. We have results in a flexible organization – 3 dots
- g. The program is decentralized and visible to residents of the state – 2 dots
- h. We have less duplication, less fluff – 1 dot
- i. ... the program works together toward common goals that reward innovation and prevent back-sliding so that continual environmental improvement is realized – 1 dot
- j. We have a program that ... reassess itself periodically for the purpose of redesign – 0 dots
- k. (the program is) streamlined to eliminate duplication of services – 0 dots
- l. (We have) a program that interacts positively with staff, internal and external customers and listens to ideas and suggestions – 0 dots

Trust – 7 Dots

- a. (we have) understanding and trust between external and internal stakeholders – 12 dots
- b. (we have) Staff and managers who feel connected, confident, and empowered to work innovatively – 8 dots
- c. Staff trust (is) regained – 5 dots
- d. Staff have respect for the managers and feel they are making well-informed decisions – 5 dots
- e. (we have an) all for one, one for all (culture) – 2 dots
- f. (we have a) program that is an active joint team member (approach) to promote ...logical and correct solutions to problems – 2 dots
- g. (people) will get out if not willing to move forward – 1 dot
- h. (there is) Less command and control from top management – 1 dot
- i. We gain the support of all our stakeholders – 0 dots

Participation/Collaboration – 5 Dots

- a. (we) successfully avoid division split between regions and central office – 12 dots
- b. People recognize and acknowledge the/(our) need/value – 8 dots
- c. ... the redesign process considers all input in a balanced manner – 4 dots
- d. We grow closer together as a group/program - 2 dots
- e. ... all parties in the redesign process are treated in a respectful manner – 3 dots
- f. We gain the support of all our stakeholders – 0 dots
- g. People engage enthusiastically – 0 dots

Open Communication – 5 Dots

- a. (we) capture all stakeholder input and use it in the decision process – 10 dots
- b. ... staff concerns are heard and honestly considered (unlike “reorg”) 7 dots
- c. (we have an) open (and) transparent process – 6 dots
- d. A full spectrum of ideas/outcomes is put forward and discussed – 6 dots
- e. Staff believe their input is valued and considered – 5 dots
- f. Input from ALL customers treated equally – 3 dots
- g. (we have a) process (such) that all staff will feel like their comments have been heard – 3 dots
- h. Staff are kept well informed throughout the process – 3 dots
- i. Let staff know how to send in written comments to Bert based on specific questions – 2 dots
- j. Improve communications with (internals) and with externals – 1 dot
- k. (we) rewrite the problem statement positively – 1 dots
- l. (we) invite more staff input into redesign team i.e. membership draft documents present to WaW/T – 0 dots

Relationships – 5 Dots

- a. (there is an) emphasis on management reconnecting with staff as well as externals – 9 dots
- b. (we) build on external partnership strategy expanding within division and regionally – 3 dots

Systems – 2 Dots

- a. (the program) supports innovation that protects health and environment – 7 dots
- b. (there is) more emphasis on 'check and act' (as on plan-do-check-act) – 3 dots
- c. Customers feel that our program is being more innovative – 3 dots
- d. (we) use the info tech to its fullest capability – 3 dots
- e. (we have) a program that promotes the use of waste as a material and eliminates 'artificial' barriers to that use while protecting the environment – 2 dots
- f. (we) have better performance measurement (fewer numbers & more outcomes) – 2 dots
- g. (we have) new and improved outreach mechanisms to the waste story – 2 dots
- h. Influence of 'BIG GARBAGE' (IS) ELIMINATED – 1 dot
- i. (we) use 'command and control' as a base and allow industry to go beyond with flexibility in the 'c&c' – 1 dot
- j. We experience some (early) success in our innovations – 0 dots

Staff morale- 1 Dot

- a. ... all staff and managers have a clear understanding of their responsibilities and are accountable for them – 6 dots
- b. We embrace change and work together for it and through it – 6 dots
- c. (we have) less internal process – energy placed on interaction with externals – 5 dots
- d. (we have) a program that staff employees embrace and promote – 3 dots
- e. (we are) happy people enjoying ... (our) job, wanting to come to work – 0 dot

Context – 1 Dot

- a. (we) shift from a narrow focus of waste program objectives and goals to a broader perspective – 9 dots
- b. Process deals with difficult decisions – 8 dots
- c. (we have) no stated or unstated sideboards that preclude certain changes – 5 dots
- d. (we) keep our sights on mission/environmental quality – 4 dots
- e. (we) assess the usefulness and adequacy of our programs mission and goals – 4 dots
- f. ... We don't overact and shoot ourselves out of fear legislature might ... (might what?) Bert Stitt – 1 dot
- g. (we) move from fluff to accountable measures – 1 dot
- h. (we) face facts about trends in waste stream and consumption/disposal consequences – 0 dots

Path forward - 1 Dot

- a. ... the redesign process results in positive changes that are implemented and that result in greater environmental gains – 4 dots
- b. (our) process allows on-going tweaking of decisions – 4 dots
- c. The final product is implemented quickly – 3 dots

Funding – 1 Dot

- a. (we have a) stable program, adequate funding and FTE complement – 11 dots

Miscellaneous – 0 Dots

- a. (we have) maximum environmental benefits from our work/effort – 6 dots
- b. (we have) a program that protects the environment and makes the regulated industry happy with the process that is used – 4 dots
- c. What the redesign program looks like – 0 dots

Skill sets and training – 0 Dots

- a. (the program) uses the skills of our staff productively and they feel good about the efforts – 7 dots
- b. Technical assistance is available to staff on all aspects of the program – 3 dots
- c. (we) employ the correct employee types and have an adequate number of employees – 2 dots
- d. People have an equal amount of workload – 2 dots
- e. To the extent possible staff are matched with their experience and interests – 1 dot

V. Closing Round

- Worked
- Was good – could have used more time
- Sticky piece was good, but did not make good use of the two hours
- Liked the voting process – confused as to what it provided us
- Needed more time – this is pretty generic déjà vu, don't know more than before we started
- If this is our only change I am really disappointed and did not get down to details
- Happy with the outcome
- Can we pull the ideas of the chaos – have not covered the spectrum
- Rushed, déjà vu – have gone through these exercises before
- Felt like chaos
- Not enough time, but time spent on the learning part was good.
Valuable input for redesign team, while not comprehensive it is a good start
- Good, helpful to see the voting – amazed at the variety of ideas and the ones that floated to the top
- Process was good,
- Not enough time to get to meat of things
- Excellent suggestions on the sticky notes
- Wait to see the summary, hard to look at and synthesize – not doing much for me right now